Results-Oriented Management and Accountability (ROMA) Training for SuperNOFA Grantees

U.S. Department of Housing and Urban Development

Satellite Broadcast – May 5, 2003
Washington, DC

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What are Outputs?

Outputs are products or interim products which allow for the monitoring and assessment of progress in achieving the work plan.

Examples of outputs could be the number of housing units developed or rehabilitated, the number of jobs created, or the number of persons receiving services.

Outputs may be characterized as short, intermediate or long-term.

All outputs must have identified outcomes.

What are Results? – What are Outcomes?

Outcomes or results are benefits to individuals, families, organizations, and communities derived from participation in a program or service. Outcomes are always measurable.

Community-based organizations and agencies of local government produce products, results or outcomes that benefit individuals, families and the communities in which they live.

Agencies of local government and community-based organizations are held accountable for producing outcomes and must demonstrate the capacity to manage and deliver services in an efficient and effective manner.

It's About Management, Accountability, and Results!

"All social sector organizations share the common "bottom line" of *changed lives.* This is where *results* are – in the lives of people outside the organization – and achieving these bottom-line results is of absolute importance."

"Social sector organizations have to think through very clearly what results are for their programs and services. *They must demonstrate both commitment and competence in a highly demanding environment.* People are no longer interested to know, "Is it a good cause?" Instead, they ask, "What is being achieved? Is this a responsible organization worthy of my investment? What difference is being made in society, in this community, in the life of individuals?" *The successful social sector organization will hold itself accountable for performance inside the organization – for effective marketing, exemplary management of human and financial resources, for contributions in all areas – but always with the central focus on its bottom line: changed lives."*

"Social sector organizations with vision and new mind-sets will forge relationships crossing the private, public and social sectors to build partnerships and community. They will welcome the challenge of accountability, define and achieve meaningful results, and articulate their accomplishments in a way that draws interest, energy, and support their mission. They will *change lives*."

"The demand that social sector organizations show results is not a passing trend. Nor should it be. *The demand today and for the future is performance.* The first requirement of volunteers, partners, and funders at all levels is to see that a difference is being made. They are asking, *How are you changing lives and communities for the better?"*

Peter F. Drucker,
The Drucker Foundation Self-Assessment Tool – Participant Workbook, 1999

Frances Hesselbein, President and CEO
The Peter F. Drucker Foundation for Nonprofit Management, August 1998

"Social service systems must contain the mechanisms to provide maximum accountability. Funding sources, policy-making bodies, administrators, service personnel, and consumers *should have access to regular and precise information about the operations, trends, problems, and results of the services that are delivered.* All publicly funded providers should be held to the same high standards."

March 2001 Newsletter – National Association of Social Workers, Massachusetts Chapter

Measurement and Accountability

Congress passes the Government Performance and Results Act (GPRA) in 1993 establishing strategic planning and performance measurement in the Federal government and federally funded programs. “The purposes of this Act are to – improve Federal program effectiveness and public accountability by promoting a new focus on results, service quality and customer satisfaction – help Federal managers improve service delivery, by requiring that they plan for meeting program objectives and by providing them with information about program results and service quality.”

- Establish performance goals to define the level of performance to be achieved by a program activity.
- Express such goals in an objective, quantifiable, and measurable form.
- Describe the operational processes, skills, technology, and the human capital, information, or other resources required to meet the performance goals.
- Establish performance indicators to be used in measuring or assessing the relevant outputs, service levels and outcomes of each program activity.
- Provide a basis for comparing the actual program results with the established performance goals.
- Describe the means to be used to verify and validate measured values.

Government Performance and Results Act of 1993, (b) Performance Plans and Reports, Section 1115. Performance Plans

Results-Oriented Management and Accountability

ROMA is a sound management practice that incorporates the use of outcomes or results into the administration, management, and operation of human services. Agencies must focus on the outcome—the result or the product—in addition to program and service.

- ***Planning*** is directed toward an outcome and not just the operation of a program or delivery of a service.
- ***Organizing*** addresses how we use resources to carry out our plan. We organize our resources to produce a specific outcome.
- ***Directing*** is a management function involving staff supervision and training. Staff activities are directed toward producing results that improve the well-being of people and their communities.
- ***Evaluation*** is a feedback loop to determine how successful we have been in carrying out our plan. We determine how successful we have been in helping people become less dependent and more self-sufficient.

Accountability in the outcome world changes how agencies describe and report what they do. Reporting focuses on the results or outcomes of agency activities in addition to the counting of clients and units of service. Budget is linked to outcomes in addition to expenditure and service delivery data.

The Environment for Outcomes

- Changes in Public Policy and Funding
- Competition and Privatization
- Personal Responsibility Act – Welfare Reform
- Changing Demographics
- Government Performance and Results Act (GRPA), 1993

Application of Outcomes for Management

- Stewardship, Accountability, Public Trust and Credibility
- Demonstrate Impact to Funders
- Program Planning
- Program Assessment and Quality Assurance
- Budgeting
- Return-On-Investment
- Human Resources
- Influence Client Decisions

Communicating and Marketing Outcomes

- Improve Funding Opportunities
- Gain Public Support and Improve Public Image
- Influence the Media
- Meet Political Needs
- Legislation

HUD's Strategic Goals

Strategic Goal 1: Increase homeownership opportunities.

Strategic Goal 2: Promote decent affordable housing.

Strategic Goal 3: Strengthen communities.

Strategic Goal 4: Ensure equal opportunity in housing.

Strategic Goal 5: Embrace high standards of ethics, management, and accountability.

Strategic Goal 6: Promote participation of grass-roots faith-based and other community-based organizations.

HUD's Policy Priorities

1. Providing increased homeownership and rental opportunities for low and moderate income persons, persons with disabilities, the elderly, minorities, and families with limited English proficiency.

2. Improving the quality of life in our nation's communities.

3. Encouraging accessible design features.

4. Providing full and equal access to grass-roots faith-based and other community-based organizations in HUD program implementation.

5. Improving housing conditions in Colonias.

6. Increasing participation of minority serving institutions in HUD programs.

7. Increasing participation of energy star.

8. Ending chronic homelessness in ten years.

Why Use Outcomes?

- ARE WE HAVING AN _ MP_ _T?

- DO OUR PROGRAMS AND SERVICES MAKE A _ _ F _ ER_ _ CE?

- ARE WE USING OUR _O_L_R_ WISELY?

- ARE THERE W_ _K LINKS IN OUR PROGRAM?

- HOW CAN WE MAKE _ M_ _ _V_ _ _ _ _ _ S?

- CAN POSITIVE OUTCOMES LEAD TO POSITIVE _R?

Benefits of Measuring Outcomes

For Managers:

- Describe what is actually going on and how well it is being done.
- Describe what is meaningful data.
- Focus work efforts and help staff measure accomplishments.

For Staff:

- Realistic expectations for clients.*
- Help identify clients who can best benefit from services.

For Clients:

- Helps clarify what is expected of them when participating in the program or receiving the service.
- Better able to measure one's own progress or achievement towards a goal. Know when achieving a benchmark or milestone.

*There are many terms for the "recipients" of services. Commonly used terms include: client, consumer, customer, individual, family, beneficiary, patient. For purposes of clarity, the term "client" will be used to define the recipient of the service.

Types of Outcomes

Outcomes can be used to measure <u>change</u> over time, status, or direction. All types are applicable to family, agency and community.

Change over time:

- Short-term, Intermediate-term, Long-term

Change in status:

- Thriving, Safe, Stable, Vulnerable, In-Crisis

Change in direction:

- Positive, Neutral, Negative

Change over time: Short-term, Intermediate-term, Long-term
The use of these types of outcomes is relative; short-term for a client in need of shelter may be "this afternoon" while short-term for someone obtaining basic job skills training may be six months. Change over time is also a three-point scale.

Change in status: Thriving, Safe, Stable, Vulnerable, In-Crisis
The use of these types of outcomes is relative; what may be <u>safe</u> for one public housing project might be <u>in-crisis</u> for another depending on the location and other environmental factors. Change in status is a five-point scale.

Change in direction: Positive, Neutral, Negative
It is equally important to measure all three directional outcomes. A <u>positive</u> outcome would indicate progress. A <u>neutral</u> outcome may indicate client stability or no change in status. A negative outcome may indicate that the client is unable to experience, or affect positive change, that other external factors may be negatively influencing the client's behavior, or a program or service may not be operating as intended. *When assessing the impact of services on a client(s), you must account for all three directional outcomes.*

Proxy Outcomes

Proxy outcomes are surrogates or stand-ins for the actual outcome.

Simply stated, a proxy outcome is when the activity, service or intervention is also the same as the outcome.

Proxy outcomes may be used when it is not practical to measure certain key program outcomes, it is not yet certain what the specific outcome is or that it is the best that can be undertaken until better data collection procedures can be developed. For example:

- Provision of a daily hot meal is a proxy outcome for nutrition. The number of people receiving a daily hot meal is the activity <u>and</u> also the outcome. The daily hot lunch is the only nutritionally balanced hot meal available to many seniors. Congregate meals also contribute to other outcomes including increased socialization, maintenance of independence, and the stabilization and reduction of depression. Research studies have shown that these are the benefits of a daily hot meal for seniors that meet eligibility requirements.

- Research studies have shown that an unsupervised child left alone without adult supervision between the hours of 3:00-6:00PM is more likely to engage in a negative behavior than a child who is in a safe and structured adult supervised environment such as an after school program. Therefore, regular attendance (the activity, service, or intervention) at an after-school program during these hours qualifies as a proxy outcome for prevention, reduction or elimination of negative behaviors for an at-risk child.

  Please Note: After school programs may also provide other outcomes such as maintenance or improvement of academic performance, reduction in negative social behaviors and acquiring new skills in the areas of computer literacy, recreation and volunteering.

****You must justify and document your use of a proxy outcome****

Characteristics of Outcome Language

In addition to traditional measures of process and services provided, outcome language describes the impact on the client.

For example, in addition to stating that employment and training services were provided to 50 clients, outcome language would state that of those 50 clients receiving employment and training services,

- 10 obtained full-time jobs above minimum wage including benefits and are employed 90 days after placement,
- 20 obtained permanent full-time jobs at minimum wage without benefits,
- 10 obtained part-time temporary jobs,
- 5 are participating in on-the-job training programs, and
- 5 remain unemployed after 90 days in the program.

For example, in addition to stating that 20 families received case-management services, outcome language would state that of those 20 families receiving case-management services within the past 90 days:

- 5 families increased their household income by 20% or more,
- 4 families obtained safe affordable rental housing,
- 1 family purchased a home
- 3 persons received their G.E.D.'s,
- 1 person completed the A.B.E. curriculum,
- 1 person opened a home-based childcare center, and
- 5 families are currently receiving case-management services and have not achieved any goal on their case-management plan.

Output and Outcome Characteristics Checklist

- Measurable.
- Simple, clear and understandable.
- Realistic.
- Manageable.
- Identifies a specific group of clients.
- Specifies a time frame.
- Measures an end, not a means to an end.
- Outcome measures taken after service has been delivered.

Identifying Outcomes

1. **Identify the outcome to be achieved and measured.** Decide on the expected outcome resulting from the program or service. Outcome identification is a negotiated process and all stakeholders must accept the value of the outcome.

Hints:

1. Can outcomes be "found" within the mission statement?

2. Can the "needs assessment" help in the outcome development process?
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3. What are the priorities of the program managers and why?

4. Identify outcomes in the SuperNOFA grant announcement.

5. Determine what is important to policy and decision-makers and funders.

6. Examine the budget. Consider development of outcomes that address significant expenditures for a program, service or initiative.

7. Is outcome data readily available and accessible?

8. What is the quality of the data?

9. If the data has to be developed, is it achievable within a realistic time frame

U.S. Department of Housing and Urban Development

OMB Approval No. 2535-0114 (exp. 4/30/2006)

Office of Departmental Grants Management and Oversight

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HUD's Strategic Goals: 1-6	Policy Priorities: 1-8

HUD Logic Model – Definition of Terms (P1)

Column 1 – Strategic Goals – Policy: These are the six HUD Strategic Goals:

- Increase homeownership opportunities.
- Promote decent affordable housing.
- Strengthen communities.
- Ensure equal opportunity in housing.
- Embrace high standards of ethics, management, and accountability.
- Promote participation of grass-roots faith-based and other community-based organizations.

Column 1 – Policy Priorities – Policy: These are the eight HUD Policy Priorities:

1. Providing increased homeownership and rental opportunities for low and moderate income persons, persons with disabilities, the elderly, minorities, and families with limited English proficiency.
2. Improving the quality of life in our nation's communities.
3. Encouraging accessible design features.
4. Providing full and equal access to grass-roots faith-based and other community-based organizations in HUD program implementation.
5. Improving housing conditions in Colonias.
6. Increasing participation of minority serving institutions in HUD programs.
7. Increasing participation of energy star.
8. Ending chronic homelessness in ten years.

Column 2 – Problem, Need, Situation – Planning: Provide a general statement of need that provides the rationale for the proposed service or activity.

Column 3 – Service or Activity – Planning: The service or intervention provided in response to the problem, need or situation. Always indicate the number of people or number of services offered and a timeframe.

Column 4 – Output Goal (Benchmarks) – Intervention: These are the benchmarks that will be used in measuring progress of your services or activities. This column asks for specific interim or final products that you establish for your program's services or activities. Outputs can also be described as having short, intermediate and long term characteristics.

HUD Logic Model – Definition of Terms (P2)

Column 5 – Output Result (Benchmarks) – Intervention: This is the actual output achieved. Outputs may be numerical measures characterizing the results of a program activity, service or intervention and are used to measure performance. The output could be the number of persons assisted or served or the number of units delivered or produced. Outputs should be represented by both the actual # and the % of the output goal achieved. These outputs should lead to targets for achievements of outcomes. All outputs should have an associated outcome. The output result is used to evaluate the progress achieved in your work plan.

Column 6 – Achievement of Outcome Goals (Outcomes) – Impact: Identify the expected outcome and the estimated number of persons expected to achieve it or the expected outcome in terms of community impact or changes in economic and social status**.** Outcomes can also be described as having short, intermediate and long term characteristics.

Column 7 – End Results (Outcomes) – Impact: Identify the actual outcome and the actual number of persons achieving it or the actual outcome in terms of community impact or changes in economic and social status. Only complete this column after the time period specified in your work plan.

Column 8 – Measurement Reporting Tools – Accountability: This is a listing of the measurement tools are their usage in the collection and reporting of data; the location of data and data collectors, and the methods for collecting data.

Column 9 – Evaluation Process – Accountability: This is the methodology used to evaluate your success in meeting benchmark output goals and results, outcomes and the impact of your program or service on people, their communities and the goals of HUD.

Writing Outputs, Outcomes And Establishing Targets (P1) (Columns 3-7 of the HUD Logic Model)

Column 3 – Service or Activity – Planning: Identify the activities or services that you are undertaking in your work plan which are crucial to the success of your program. Not every activity or service yields a direct outcome. Always indicate the number of people or number of services offered and a timeframe. If appropriate, use information from *Factor 3—Soundness of Approach for* your logic model.

Column 4 – Output Goal (Benchmarks) – Intervention: In this column, set quantifiable goals including timeframes. These should be interim products which allow you and HUD to monitor and assess your progress in achieving your program workplan. If appropriate, use information from *Factor 3—Soundness of Approach for* your logic model.

Column 5 – Output Result (Benchmarks) – Intervention: Report actual results at completion of the performance period. This is accomplished by comparing the targeted output from column 4 with the actual output achieved. In this column write both the number and the percentage of the output achieved. Outputs could be the actual number of persons assisted or received services or the actual number of units delivered or produced.

Column 6 – Achievement of Outcome Goals (Outcomes) – Impact: Identify the expected outcome and the estimated number of persons expected to achieve it or the expected outcome in terms of community impact or changes in economic and social status**.** Outcomes can also be described as having short, intermediate and long term characteristics. If the outcome is a proxy outcome, provide an explanation of why a proxy outcome was chosen.

Column 7 – End Results (Outcomes) – Impact: Report actual results at completion of the performance period. Identify the actual outcome and the actual number of persons achieving it or the actual outcome in terms of community impact or changes in economic and social status.

Notes:

- Outcomes must be collected for each client or for every situation.
- Use real numbers for projecting both the output and outcome targets. Be reasonable and accurate. If you are unsure or the program is new, provide an explanation to support your projected outputs and outcomes.

HUD Logic Model – Columns 3-7

Service or Activity	Benchmarks		Outcomes	
	Output Goal	Output Result	Achievement Outcome Goals	End Results
3	4	5	6	7
Planning	Intervention		Impact	
Transitional housing.	Short Term 100 homeless families are expected to receive transitional housing services between 10/1/03 – 9/30/04.	**Complete After Performance Period** 80 or 80% of the expected homeless families received transitional housing services between 10/1/03 – 9/30/04.	100 homeless families will be placed into more permanent housing including shelters and transitional housing.	**Complete After Performance Period** 80 homeless families received transitional housing services. All 80 families or 100% were placed into more permanent housing including 24 or 30% placed into shelters and 56 or 70% placed into transitional housing.
	Intermediate Term 100 homeless families are expected to receive transitional housing services between 10/1/03 – 9/30/04.	**Complete After Performance Period**	100 homeless families will be placed into more permanent housing including shelters and transitional housing.	**Complete After Performance Period** After 90 days, of the 80 homeless families received transitional housing services, 16 or 20% live in shelters, 48 or 60% live in transitional housing, 4 or 5% obtained public housing and 12 or 15% left the program or moved from the area.
	Long Term	**Complete After Performance Period**		**Complete After Performance Period**

Measuring Performance

Performance is measured by comparing the estimated or targeted number with the actual number. In the HUD Logic Model, performance can be calculated for both outputs and outcomes.

Scenario for Outputs: A transitional housing program estimates that it will serve 100 homeless families in the time period, 10/1/03 – 9/30/04. The program actually served 80 families.

$$\frac{\text{80 homeless families actually received services}}{\text{100 homeless families expected to receive services}} = \text{80\% completion rate}$$

This indicates that actual performance is 80% of what was projected. There could be many reasons such as less people needed services than originally anticipated or the economy improved with more people obtaining jobs resulting in less need for transitional housing services.

Scenario for Outcomes: A transitional housing program estimates that it will place 100 homeless families into more permanent housing including shelters and transitional housing in the time period, 10/1/03 – 9/30/04. The program actually placed 80, the actual number of families that received services; 24 or 30% were placed into shelters and 56 or 70% were placed into transitional housing.

After 90 days, the following outcome information was available for the original homeless families receiving transitional housing program services:

- 16 or 20% of homeless families are living in shelters
- 48 or 60% of homeless families are living in transitional housing
- 4 or 5% of families in transitional housing obtained public housing
- 12 or 15% of the families left the program or moved from the area.

It is important to note that in this example, the outcomes over time for all 80 families that obtained services are accountable.

Data would be collected throughout the operating year and the above statistics would change on a regular basis. For the entire year, it is important to account for the entire original population of 80 families that initially were placed into transitional housing services.

It is the learning from this actual experience (the analysis of data) with which the agency can set better targets for outputs and outcomes in the future.

What is Performance? – Let's Talk Baseball!

You will receive a baseball card. Please check to see that the card is a player other than a pitcher. On the back of the card, please write down the .avg or .pct, the statistic that is used to measure hitting performance.

Write .avg or .pct here:

Success Measures in Industry
References for Setting Public and Nonprofit Sector Expectations

- Management Recruitment, ____ % placement rate.
- New Magazine, ____ % survives over 12 months.
- Movies ____ in 6 or ____ % make a profit.
- Broadway ____ in 7 or _____ % make a profit.
- Music Recordings, ____% make a profit.
- Prescription drugs, ____ % make it to market.
- Of the prescription drugs that make it to the market, ____ % make a profit.
- Pfizer ____ in 100 new drugs or _____% make it to the market, 10 – 12 years to develop a product.
- DuPont ____ in 250 or _____% of ideas to generate one major marketable new product
- On Time Railroad Delivery + or - ____ hours.
- Baseball: 1 in 3 (33%) is a superstar.
  1 in 4 (25%) is respected hitting.

Use of Baseline and Benchmarks

Baseline - A starting point or point in time from which to compare and measure selected changes in the individual, family, organization and community. A baseline always invites a comparison.

Benchmark - A standard of performance used to measure progress toward a desired outcome or goal. Benchmarks can be interim outcome measures.

Example:

	1/03	3/03	6/03	7/03 → 8/03
Unemployed	Obtained GED	Placed in Job	Employed 30 days	Employed 60 days
Baseline	**Benchmark**	**Benchmark**	**Benchmark**	**Benchmark**
	Goal	Goal	Goal	End Goal
	Short Term	Intermediate	Intermediate	Long Term

Scenario:

In this example, all benchmarks or goals are written in outcome language. This provides greater accountability and allows for measurement of interim outcomes.

“Rules of Thumb”

1. **Capture the impact of the program or service in three or less outcomes.**
2. **Minimize use of “soft” outcomes.**
3. **Use a measurement tool to capture outcomes.**
4. **Use a pre-existing measurement tool before creating one.**
5. **Research other organizations that may have an outcome framework before creating your own.**

Capture the Impact of the Program or Service in Three or Less Outcomes

The major accomplishments or results of most programs and services can generally be captured in three or less outcome statements. These outcomes should represent most of the work of the organization as manifested in the budget and be reflected in the mission statement, objectives, or goals.

Minimize Use of Soft Outcomes

Occasionally, agencies identify outcomes that are very general or broad. Several examples of “soft” outcomes include:

- Achievement of self-esteem or self-confidence exclusively. This is acceptable if it is part of an overall comprehensive assessment measuring other types of functioning.
- Meeting or exceeding one’s own goals without identifying the goals.
- Exclusive use of self-reporting outcome tools, or exclusive or inappropriate use of customer satisfaction surveys, in lieu of more objective outcome reporting.
- Anecdotal stories replacing hard or quantitative data.

"Rules of Thumb Continued"

Use a Measurement Tool to Capture Outcomes

A data collection or measurement tool must be identified that captures client data for each program or service:

- Intake and Assessment Instrument
- Pre and Post-test.
- Customer/client satisfaction survey.
- Follow-up survey.
- Observational survey.
- Functioning scale.
- Self-sufficiency scale.

Please Note: Please review the five factors in the SuperNOFA grant announcement.

Use a Preexisting Measurement Tool Before Creating One

There are existing tools that may be available for measuring outcomes. Education programs such as Adult Basic Education (ABE), English as a Second Language (ESL), and General Equivalency Diploma (GED) have standardized available outcome measurement tools. Counseling and behavior modification programs also have tools to measure changes in function such as the Global Assessment of Functioning Scale (GAF). Standardized tools are also available for employment and training.

Research Other Organizations That May Have an Outcome Framework Before Creating Your Own.

There are many organizations with national affiliations who have made significant investments in their outcome evaluation and reporting systems. Rather than duplicate work, efforts should be made to use the same outcomes that these organizations report to their regional affiliates or national headquarters. Organizations believed to have national outcome evaluation and reporting requirements include:

- American Red Cross
- Big Brothers Big Sisters
- Boys and Girls Clubs
- Girl Scouts, Boy Scouts
- Salvation Army
- United Way
- YMCA, YWCA

Faith based organizations such as Catholic Social Services, Lutheran Services, and Jewish Family Services may also use standardized measurement tools.

Classic Mistakes
When Writing Outcomes

1. **Service is stated as an outcome.**
2. **Absence of a clear relationship between the service and the outcome.**
3. **Projected outcome cannot occur within the expected time frame.**
4. **Performance is under or over estimated.**

1. Service is stated as an outcome.

a. Unemployed former welfare recipients will attend job readiness training.

b. Families enrolled in a self-sufficiency program will receive budget counseling.

c. Middle school students will receive conflict resolution training.

Hint: Examples list activities not outcomes. None are proxy outcomes.

2. Absence of a clear relationship between the service and the outcome.

- Parents will raise their income levels after provision of job counseling and life skills services.
- Target population is knowledgeable about medication compliance as a result of receiving a brochure at an education conference.
- Senior citizens will increase their mobility and flexibility from needing assistance when walking or being seated to walking and being seated without assistance by receiving one hot meal a day.

Hint: There is no meaningful relationship between the service and the expected or reported outcome.

Classic Mistakes When Writing Outcomes Continued

3. Projected outcome cannot occur within the expected time frame.

- Homeless jobless families entering a family self-sufficiency program will become completely self-sufficient (permanent full-time employment without subsidized benefits) within one year of enrollment.

- Clients discharged from inpatient drug and alcohol rehabilitation will obtain permanent employment three months after detoxification.

Hint: The outcomes are not likely to occur within the identified timeframe. Consider developing short-term and intermediate-term outcomes that can be accomplished within the stated timeframe.

4. Performance is under or over estimated.

- 100% of homeless families will be able to purchase their own homes within one year of being homeless.

- 80% of at–risk female 9th graders in an urban school system will remain in high school and will graduate with a diploma.

- 30% of all unemployed welfare recipients will obtain employment.

Hint: The performance statistics are all unrealistic. Performance statistics for the homeless families and at-risk 9th graders are over estimated and the performance statistic for employment of welfare recipients is under estimated. You need to be familiar with the content of the program in order to estimate or establish performance.

Completing the HUD Logic Model (P1)

Column 1 – Strategic Goals – Policy: Identify which of the six HUD Strategic Goals are to be addressed in the logic model. Use the number provided in the logic model.

Column 1 – Policy Priorities – Policy: Identify which of the eight HUD Policy Priorities are to be addressed in the logic model. Use the number provided in the logic model.

Column 2 – Problem, Need, Situation – Planning: Provide a general statement of need that provides the rationale for the proposed service or activity. If appropriate, use information from *Factor 2—Need/Extent of the Problem,* for your logic model.

Column 8 – Measurement Reporting Tools – Accountability:

a) List the tools used to track output or outcome information (e.g. survey instrument; attendance log; case report; pre-post test; waiting list; etc.
b) Identify the place where data is maintained, e.g. central database; individual case records; specialized access database, tax assessor database; local precinct, other.
c) Identify the location, e.g. on-site; subcontractor; other.
d) Indicate how often data is required to be collected, who will collect it and how often data is reported to HUD.
e) Describe methods for retrieving data, e.g., data from case records is retrieved manually, data is maintained in an automated database.

This tool will be available for HUD review and monitoring and should be used in submitting reporting information. If appropriate, use information from *Factor 5—Achieving Results and Program Evaluation.*

Column 9 – Evaluation Process – Accountability: Identify the methodology you will periodically use to assess your success in meeting your benchmark output goals and output results, outcomes associated to the achievement of the purposes of the program, as well as the impact that the work has made on the individuals assisted, the community, and the strategic goals of the Department. If you are not meeting the goals and results projected for your performance period, the evaluation process should be used as a tool to ensure that you can adjust your schedules, timing, or business practices to ensure that goals are met within your performance period. If appropriate, use information from *Factor 5—Achieving Results and Program Evaluation.*

HUD Logic Model Columns 1-2, 8-9

Strategic Goals	Policy Priorities	Problem, Need, Situation	Measurement Reporting Tools	Evaluation Process
1		2	8	9
Policy		Planning	Accountability	
2	1	Families are at risk of being evicted. There is a lack of affordable, safe low-income housing.	a. Waiting list, application. b. Automated central database. c. Housing shelter office, and transitional housing office. d. Data is collected by intake and case-manager daily and reported weekly to housing director. Quarterly reports are forwarded to HUD. e. Data is entered directly in a LAN where it is maintained in a SQL database.	The weekly report is analyzed to determine the transition of previous homeless families from shelter to transitional housing to more permanent housing. Changes in request for services, and utilization different than projected will be reviewed and analyzed on a monthly basis to better understand the difference between targeted and actual performance.
			a. Waiting list, application. b. Automated central database. c. Housing shelter office, and transitional housing office. d. Data is collected by intake and case-manager daily and reported weekly to housing director. Quarterly reports are forwarded to HUD. e. Data is entered directly in a LAN where it is maintained in a SQL database.	The weekly report is analyzed to determine the transition of previous homeless families from shelter to transitional housing to more permanent housing. Changes in request for services, and utilization different than projected will be reviewed and analyzed on a monthly basis to better understand the difference between targeted and actual performance.
			a. b. c. d. e.	

General Groupings of Outcomes by Human Service Theme

Case-management – making a referral and obtaining the service, improvement in family's status, resolution of presenting problem, decrease in utilization of services or increase in self-sufficiency.

Childcare and Children's Services – parents working or in training, quality childcare, age appropriate development, external accreditation.

Counseling – improved functioning, usually measured by a scale, not only a reference to a scale.

Education – increase in knowledge, not the application of knowledge; measured by a test.

Employment and Training – tests that measure employability, job placement and staying in job at least 90 days.

Health Care – increase in access to services, remediating an emergency, improvement in heath status.

Housing – types of permanent housing obtained by clients and length of stay in permanent housing.

Information & Referral - proxy outcomes, captures nature of information requests and nature of referral requests.

Mental Health, Mental Retardation, Disability – increased functioning and increased independence.

Out-of-Home Placement including foster care, juvenile justice system, prison system – outcomes that demonstrate reduction in recidivism and reunification.

Proxy – any type of proxy outcome should have information about eligibility.

Service Coordination – reduction or elimination of duplication of services, improved efficiency and effectiveness of service delivery, improved access to human services for clients.

Training – increase in knowledge and the ability to apply the knowledge in the workplace.

Reinventing Organizations*

1. What gets measured gets done.
2. If you do not measure results, you cannot tell success from failure.
3. If you cannot see success, you cannot reward it.
4. If you cannot reward success, you are probably rewarding failure.
5. If you cannot see success, you cannot learn from it.
6. If you cannot recognize failure, you cannot correct it.
7. If you can demonstrate results, you can win public support.

**Reinventing Government,* David Osborne & Ted Gaebler, 1992. Addison-Wesley Publishing Company, Reading, MA 01867, (617) 944-3700 Ext. 2431.

